

Domain	Goal	Objective	Initiative	Indicator
Economy	1. Economic diversification that sustains and grows a healthy economy	1.1 Support and nurture existing sources of income for the City and community while encouraging the development of new ventures	1.1 a Create a City Venture Development Office to act as liaison, facilitator and solicitor for new ventures	Creation of office Completion of a study outlining business development alternatives
			1.1 b Initiate a study of policy alternatives that would support new economic ventures and focus on the ease of doing business for city clients and customers	Completion of study of policy alternatives
			1.1 c Recognize and nurture military and non-military government and government related employment and their contribution to the local economy	Commission assigned contacts to facilitate communication
			1.1 d The City Manager will call annual meetings of business and other interests to discuss what is happening in the U.S. and Cuba that can possibly impact the status quo	
		1.2 Continue to develop the greater	1.2 a Create a design plan for	Plan is developed and

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		Duval Street area as the mixed use, vibrant, commercial and social center of the City	Duval that reflects its multiple uses and protects its historic character	approved by Commission
			1.2 b Increase security through Chamber of Commerce and Business Guild programs on educating employees and customers about how to stay safe	Crime Statistics
			1.2 c Partner with local business owners to make streetscape improvements	Improvements/actions taken by the Chamber of Commerce, Business Guild, and Duval street area associations
			1.2 d Consider and adopt the recommendations of the Traffic Study	
			1.2 e Increase the number of public restrooms	Increase in number of public restrooms
		1.3 Increase visibility and viability of areas outside of the Duval Street corridor	1.3 a Create bicycle and pedestrian friendly pathways for accessing and connecting areas to each	Creation of "pathways" Increase in number of

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			other and downtown	visitors, shoppers, diners
			1.3 b Expand “loop” bus service to the middle and eastern areas of the island	Existence of expanded “loop” bus service
			1.3 c Install and maintain unmanned location and information kiosks throughout the city indicating attractions and available public services	Installation of location/information kiosks
			1.4 d Bahama Village Redevelopment Advisory Committee will develop a long-term vision and plan for the development of Bahama Village and submit it to the City Commission within one year of adoption of the Strategic Plan	Submission of the Bahama Village Redevelopment Advisory Committee Plan for Bahama Village development and ongoing annual progress reports until the Plan is completed
			1.3 e The Commission will develop, or charge a committee with developing, a long-term vision and plan for the development of the Key West Bight and Caroline	Submission/adoption of a long-term vision and plan by the Commission and ongoing annual progress reports until

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			Street corridor and submit it to the City Commission within one year of the adoption of the Strategic Plan	the plan is completed
	2. Commercial and residential (re)development appropriate to a small city and human-scale environment	2.1 City documents reflect a clear and cogent approach to development and re-development	2.1 a The Commission appoints representatives to study congruency	Review process is completed and changes implemented
		2.2 Increase efforts among City, County and State governments to develop a congruent vision for the area	2.2 a The Commission appoints representatives to study and recommend changes for congruency	The study group reports to the Commission within one year of the approval of the Comprehensive Plan
		2.3 Design as the lead factor in building and landscaping	2.3 a Encourage the consideration of design elements prior to development	
	3. Optimum 'Key West' experience	3.1. Understand the needs, issues and concerns of residents and visitors	3.1 a Annual and decennial review of visitor perceptions	Annual TDC "Visitor Profile" report, decennial NOAA Study, the chamber Report, and Annual Resident Survey results demonstrate

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				that service expectations are met or exceeded
			3.1 b Annual and decennial review of resident perceptions	Annual TDC "Visitor Profile" report, decennial NOAA Study, the chamber Report, and Annual Resident Survey results demonstrate that service expectations are met or exceeded
	4. Invest in the development of our workforce	4.1 Understand the needs, issues and concerns of the hospitality workforce and employers	4.1 a Encourage our business community to intensely educate staff to become more knowledgeable and enthusiastic about the business, agency or interest with which they are engaged as well as also about the City at-large	TDC reports to Commission on the progress in educating the hospitality workforce
			4.1 b Encourage businesses to educate their staff on the vision and ethics of the City	

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Environment	1. A natural environment that enhances the 'Key West' experience for residents and visitors alike	1.1 Ongoing protection and monitoring of our local environment	1.1 a Partner with local Environmental groups to monitor environment	Statistics/data collected on the condition of the reef, and air and water quality Results of the annual Resident Survey Annual report to Commission on increase in tree canopy by the Tree Commission
		1.2 Improve streetscapes	1.1 a Consider design factors such as signage, lighting, shade trees and seating which make streets inviting and add to the residents/visitors experience	
			1.1 b Strict Enforcement of existing littering laws and ordinances	Annual Code Compliance reporting
	2. The City's built environment reflects	2.1 Strict adherence to HARC guidelines	2.1 a Annual review of exemptions granted by HARC	Adherence to HARC requirements

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	and supports Key West values, architectural history, and mixed uses.			Annual report to Commission on issues and improvements in protecting historical architecture by the HARC Board
		2.2 Establish a level of design excellence for the entire city	2.2 a City Planner's Office to craft initiative	
	3. The conservation and responsible consumption and disposal of all natural and manmade resources	3.1 Five percent Increase in solid waste recycling per year	3.1 a Adoption of mandatory recycling for all citizens, businesses and non-profits	% of solid waste which is recycled Annual report to Commission on responsible consumption by the Sustainability Advisory Board
			3.1 b Implementation of the Key West Climate Action Plan	Annual report to Commission on the 12 Key Elements of the Climate Action Plan
			3.1 c Implementation of the Vision and Mission of the Key West Clean and Green Committee	Reported progress by the Key West Clean and Green Committee
	4. Protect and enhance our natural environment including	4.1 Protect and enhance public and private environmental features that contribute to the overall	4.1 a Commission directs an environmental scan to provide a baseline for future	Annual Report to the Commission by the Tree Commission on

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	our tree canopy, habitats, open space and greenways to improve air and water quality	quality of the Key West environment	environmental audits	extent of tree canopy Annual progress report from each city department responsible
	5. The City leads by example utilizing sustainable practices in city operations, such as “green purchasing”, reduction of fossil fuel consumption in buildings and fleet and innovations in building design	5.1 Development of departmental action plans outlining green practices	5.1 a Each city department keeps a record of efforts to go green	The Annual City Manager’s report includes reporting the “green” initiatives of each department
	6. Partnership with community groups to address environmental issues and increase public education about environmental concerns	6.1 A community-wide environmental agenda	6.1 a Establishment of community environmental goals, action plans, and timetables	Annual reporting of progress towards goals

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Culture	1. The identification and promotion of the “unique” character and culture of Key West	1.1 Recognize and promote Key West as America’s Caribbean Island; a confluence of Bahamian/British aristocracy, African American, Cuban, European, and influences from across the U.S.	1.1 a Key West’s cultural mix is reflected in the marketing	Historical culture advertising is taking place
			1.1 b Historical markers noting the community’s various cultural strains and their contribution to the community will be erected and maintained	Increase in the number of historical markers
			1.1 c A map of cultural history points of interest will be created and distributed at lodging establishments, the Business Guild, and the Chamber of Commerce	Cultural history maps are developed and available
			1.1 d Capture our tradition of diversity through oral histories, documents, and historic images	
		1.2 Promote Key West as an open community in which socio-	1.2 a Marketing efforts will reflect images and language that	A review of marketing strategies

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		economic levels, ethnicity, and a variety of lifestyles readily mix	depicts Key West as a broadly open community – One Human Family	
		1.3 Promote our history	1.3 a Nurture and promote opportunities for learning about our history through the library, the community college as well as historical, archeological and cultural resources, programs and services	“Bohemia in the Tropics” (PBS) is aired on local TV and on hotel channels.
			1.3 b Erect historical markers, develop & distribute printed pamphlets, and develop and promote virtual presentations	Number of historical markers; creation and distribution of pamphlets; the number of virtual presentations aired
			1.3 c Nurture and promote cooperation among businesses, neighborhoods and civic groups with interest in development of the historical areas and topics	The number of community partners involved in promoting our history
	2. Key West seen as a viable destination for	2.1 Expand the brand Key West from primarily “Come as You	2.1 a Support “Arts Tourism” through the promotion of	The Arts Council maintains a record of

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	"Cultural Tourism"	Are" to include promoting the cultural and creative spirit of the island	culture related events and festivals	all such events and reports numbers to Commission
	3. The arts are an integral part of the living environment in Key West	3.1 Cooperative efforts among public and private art, music, dance, theater, literary and culinary associations, businesses and civic groups to promote the arts	3.1 a Promote and support funding for public art that provides for the integration of the arts into public and private development and re-development throughout the city	Extent of advertisements by artistic and literary groups, locally and nationally
			3.1 b Promote a Public Art Master Plan setting priorities for the locations and funding of projects and providing a framework for the shared financial and professional resources needed	<p>Master Plan has been developed through Art in Public Places leadership</p> <p>Annual report to Commission of progress in increasing public art by Art in Public Places Board</p> <p>Arts in Public Places has formed a business and nonprofit fund-raising effort to establish public art installations</p>

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Infrastructure	1. A transportation system which is aesthetically attractive, functional, efficient, safe and environmentally sensitive	1.1 Completion of a transportation study including recommendations for improvement	1.1 a Development and implementation of a Multimodal Transportation Plan	Resident and Visitor Survey
			1.1 b Coordination with county, state, and FDOT to provide for ongoing maintenance	A long-term plan for major street and sidewalk improvements is available on the city website one year after the adoption of the 2011 Strategic Plan
			1.1 c Educate residents and visitors regarding available bus services	
			1.1 d Provide bus schedules at bus stops and via smart phone technology	
	2. Safe and secure neighborhoods and business districts	2.1 Allocation of resources to support adequate personnel, facilities and equipment for: Code Enforcement, Law Enforcement; Fire and Rescue;	2.1 a Proactive planning to address community safety needs	Crime Statistics Resident Survey re: safety

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		Hurricane Preparedness; Environmental Disaster Response; and Homeland Security		
			2.1 b Compliance with existing codes	
			2.1 c Collaboration with neighborhood associations to establish crime watch areas	
	3. Parks and recreation areas distributed throughout the community which are appropriately staffed and equipped to provide safe, healthy, and constructive recreational opportunities for children, youth and adults	3.1 Parks and recreation areas are easily accessible to residents and visitors	3.1 a Conduct an assessment of the City's parks and recreational areas	Citizen Survey re: perception of qualities
			3.1 b Develop Truman Waterfront Park	Annual report by the Truman Waterfront Advisory Board
	4. Efficient and cost- effective municipal	4.1 Review and evaluate services	4.1 a Partner with providers to establish and monitor	Adherence to standards

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	services (water, sewer, solid waste, electricity, and electronic communication) which are environmentally sensitive and promote attractive public spaces		performance standards and cost effectiveness	Resident Survey re perception of efficiency, cost-effectiveness and environmental sensitivity
		4.2 Continue work on sewer and storm water projects		
	5. Long term sustainability of the City's hard assets	5.1 Accurate inventory of the City's hard assets including review of city occupied dwellings	5.1 a Development and implementation of a continuous inventory process for the City's hard assets	Development and implementation of an inventory process
		5.2 The efficient and effective maintenance of the City's hard assets	5.2 a Development and implementation of a continuous assessment and maintenance process for the City's hard assets	Development and implementation of an assessment and maintenance process
		5.3 Safe and well-maintained streets and sidewalks	5.3a Develop a long term plan for street and sidewalk improvements (including improved ADA access)	Plan is implemented and available on City Website within 1 year

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Government	1. An ethical, open and accountable relationship between City government and the citizens of Key West	1.1 Formal adoption of a code of ethics governing the City Commission and all City employees and contractors	1.1 a Development and Implementation of Code of Ethics	Code of Ethics adopted
			1.1 b Citizen committee reviews ethics ordinances every two years to recommend changes in the ethics ordinance to the Commission	Committee is appointed and has reported to the Commission
	2. A fair and equitable balance between those policies that address community values and those that relate to the economy	2.1 Our economy is enhanced while continuing to enhance our community values	2.1 a Consider impact on the community and community values in all decision making	Resident and Visitor Survey
	3. Team Key West - Cooperative planning efforts among civic and non-profit organizations, businesses, and all government agencies –	3.1 Collaboration among community partners to address specific concerns	3.1 a The Mayor of Key West will invite members of non-profit, public and private organizations to collaboratively address one area of need each year for the lower Keys region	The collaboration and selection of an area of need takes place

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			3.1 b Development of an Action Plan for the selected area of need	A plan is implemented and the goals are accomplished
	4. Full integration of the Strategic Plan, Comprehensive Plan, Action Plan, departmental business and performance management plans with financial planning and resource allocation	4.1 Six persons, two each with specific knowledge of the Strategic Plan, the Comprehensive Plan, and the City Action Plan will conduct an overall review of the plans and recommend changes needed for reasons of conflict or efficiency	4.1 a The City Manager and One Commissioner will co-chair a citizen and public employee appointee	The plans have been reviewed for compatibility
	5. An operating and capital-improvement strategy which is structurally balanced over the long term and provides for the effective and efficient management of resources	5.1 Planned management	5.1 a Implementation of the 5 Year Capital Improvement Plan	Biannual reports to Commission by City Manager
			5.1 b Ensure that the goals of the Capital Improvement Plan are consistent with the Strategic Plan	
	6. A legal and financial framework that develops and sustains a	6.1 Employee contracts and policies are fair and promote ethical conduct.	6.1 a Employee panel to conduct a bi-annual review of policies that	Formation of panel

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	high performing workforce		affect conduct, work, and procedures.	
		6.2 A skilled and efficient workforce that delivers quality services and reflects the diversity of our community	6.2 a Maintain sufficiently competitive pay and benefits to attract quality employees to City government	Workforce turnover is no more than the average for municipalities
			6.2 b Implementation of an annual Employee Evaluation Process based on established performance metrics	Implementation of an Employee Evaluation Process
	7. Ongoing assessment of government functioning	7.1 Implementation of a formal citizen feedback mechanism	7.1 a The Commission will appoint four citizens to draw up an annual questionnaire, joined by three persons appointed by the City Manager and assisted by IT to prepare a questionnaire to citizens addressing issues contained in the Strategic and Action Plans	The questionnaire has been developed and an ongoing survey process has been implemented

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		7.2 Enhance the City website	7.2 a Improve communication through increased usage of available internet tools	Website has been enhanced to better track resolution of resident issues
			7.2 b Uniform resident response tracking system for all non-public safety departments	Tracking system has been implemented
			7.2 c Update the website format to make it more easily accessible and user friendly	Format changes have been made Resident and Visitor Survey

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Quality of Life	1. Key West protects and promotes the health of its residents and visitors	1.1 Promote health care services to assure the adequacy of primary care medical, mental health, and oral health services	1.1 a Present to the Commission a summary of the Annual Health Profile report and choose one health area to publicize and improve over the following year	Statistics on: healthy lifestyle choices; communicable and chronic diseases; cancer; heart; etc.
		1.2 Promote a comprehensive and cohesive system of prevention and early intervention to residents of all ages	1.2 a Proclaim a city “Health Month” by publishing and encouraging discussion in schools, and in the media on Robert Wood Johnson annual reports	Health Month declared and discussions held
	2. Housing is available at various income levels to meet the needs of our population demographic	2.1 Support public and private efforts to make low and middle income housing attainable	2.1 a Help create new affordable housing opportunities not limited to new development	
			2.1 b Explore means of managing insurance costs	
			2.1 c Creation of tax benefits for existing affordable rental units	Implementation of tax benefits
			2.1 d Complete inventory of assigned existing affordable rental units	Development of inventory list
	3. Key West offers its	3.1 Encourage increased	3.1 a Utilize the City’s website to	

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	children, youth and adults educational opportunities from early readiness through lifelong education	awareness and involvement in community educational opportunities	disseminate information on community educational opportunities	
	4. Full and part-time residents (children, youth and adults) are actively involved in the community	4.1 Promote community service projects through schools, neighborhood associations, and civic and social groups	4.1 a Utilize the City's website to disseminate information on volunteer opportunities	An annual survey of schools and local associations regarding the extent of volunteer activity
	5. The homeless will be offered a helping hand in return for good citizenship	5.1 Improve the quality of life and neighborhoods for all	5.1 a Make it clear that Key West is compassionate but unwilling to be exploited	The Annual report of progress to the City Commission from SHAL in conjunction with the Mayor's Homeless Committee
			5.1 b Develop a community-wide database of services for the homeless	
			5.1 c Partner with organizations working to prevent homelessness, provide outreach, and provide support and services to the homeless population	